

DEVIANT BEHAVIOR AT WORKPLACE

AZLINA BINTI YASSIN
(801410)

UNIVERSITI UTARA MALAYSIA

JUNE 2011



OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA

Cultivating Perspectives. Building the Future. Sharing Solutions

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

AZLINA BINTI YASSIN (801410)

Calon untuk Ijazah Sarjana

(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk

(has presented his/her project paper of the following title)

DEVIANT BEHAVIOR AT WORKPLACE

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **MOHMAD AMIN MAD IDRIS**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **14 JUNE 2011**
(Date)

DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate programmes and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledge in this stated project paper.

AZLINA YASSIN

801410

College of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

JUNE 13, 2011

PERMISSION TO USE

In presenting this project paper as partial fulfillment of the requirements for a postgraduate degree from University Utara Malaysia, I agree that the University Utara Malaysia may make it freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor, or, in their absence, by the Dean of the College of Business. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to University Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or to make other use of material in this project paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRAK

Kajian ini mengkaji hubungan diantara empat pemboleh ubah penyelewengan gelagat dalam industri pengilangan. Objek kajian ini adalah i) Mengkaji hubungan di antara etika kerja dan penyelewengan gelagat ii) Mengkaji hubungan diantara kepuasan kerja dan penyelewengan gelagat. iii) Mengkaji hubungan di antara ciri-ciri kerja dan “deviant behavior” iv) Mengkaji hubungan diantara personaliti dan penyelewengan gelagat dan v) Mengkaji faktor kecenderungan (etika kerja, kepuasan kerja, ciri-ciri kerja dan peribadi) dengan penyelewengan gelagat. Berdasarkan kepada ulasan-ulasan terdahulu, satu model hubungan telah dicadangkan dan dikembangkan untuk mengkaji hubungan antara empat faktor yang mempengaruhi penyelewengan gelagat. Bagi menguji hubungan pembolehubah-pembolehubah di dalam model ini, data daripada 107 perkerja yang terlibat dalam industri pengilangan telah digunakan.. Analisis korelasi dan analisis aneka regrasi telah dijalankan bagi menguji hubungan hipotesis-hipotesis kajian. Analisis kolerasi telah menunjukkan satu hubungan yang signifikan dan negatif terhadap tiga daripada empat pembolehubah terhadap kecenderungan penyelewengan gelagat Keputusan analisis aneka regresi menunjukkan bahawa antara keempat-empat pemboleh ubah faktor kepuasan kerja, adalah faktor utama terhadap *kecendurungan penyelewengan gelaga*. Berdasarkan hasil kajian, kajian dimasa hadapan perlu dilakukan untuk mengkaji bagaimanakan untuk meminimakan kesan-kesan penyelewengan gelagat. Selain daripada itu, had-had batasan terhadap kajian ini dan kajian seterusnya di masa akan datang di dalam bidang ini juga turut dibincangkan.

ABSTRACT

The study investigated the relationship between the 4 variables of workplace deviant behavior in manufacturing industry. The objectives of the study were 1) to investigate the relationship between ethical climate and workplace deviant behavior ii) to investigate the relationship between job satisfaction and workplace deviant behavior iii) To investigate the relationship between job attributes and workplace deviant behavior iii) to investigate the relationship between personal attributes and workplace deviant behavior iv) to investigate the relationship between personal attitudes and workplace deviant behavior v) to examine what is the most influence factor (i.e ethical climate, job satisfaction, job satisfaction and personal factors) on workplace deviant behavior. Based on the literature reviews a model of relationship was proposed and developed to examine the relationships between the four variables and workplace deviant behavior. To test the relationship of the variables in the model, data from 107 employees from manufacturing industry, were used. To test the relationship hypotheses of the study, correlation, and multiple regression analysis were performed. The correlation analysis suggested a significant and negative relationship among 3 of the 4 variables. The correlation results suggests that job satisfaction, ethical climate and self esteem is negatively and significantly associated with workplace deviant behavior. According to the multiple regression analysis among the three variables, job satisfaction is the most influential independent variable on workplace deviant behavior. Based on the finding further research should be carried out to further investigate how organizations can minimize the effect of deviant behavior The limitation of the study and the future research opportunities in this area are also discussed.

ACKNOWLEDGEMENT

In the name of *ALLAH*, Most Gracious and Most Merciful. First and foremost, *Alhamdulillah*, praise to *Allah Subhanahhuwata'alah* for giving me the will and strength in the completion of this project paper.

My utmost gratitude goes to my learned supervisor, Encik Mohmad Amin Mad Idris for his expertise, kindness, and patience in guiding me throughout the production this paper. Honestly, the paper would never come into existence without his continuous encouragement and support. I sincerely believe that he is the one of the most talented lecturers with an array of knowledge which transcends theories and applications. In addition, my gratitude is also extended to Professor Dr. Noor Azizi Bin Ismail, the Dean of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia.

In addition, it would not have been possible for me to complete this tedious and painstaking research without the understanding and sacrifice of my husband, parents and children throughout the entire period of my study.

Finally, my utmost gratitude is for Allah the Almighty for with His blessings for what I have achieved in my life so far. *Alhamdulillah*.

AZLINA YASSIN

TABLE OF CONTENTS

	PAGE
DECLARATION	i
PERMISSION TO USE	ii
ABSTRAK	iii
ABSTRACT	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	vii

CHAPTER ONE INTRODUCTION

1.1 INTRODUCTION OF THE STUDY	1
1.2 PROBLEM STATEMENT	2
1.3 RESEARCH OBJECTIVES	4
1.4 RESEARCH QUESTION	4
1.5 SCOPE OF THE STUDY	5
1.6 SIGNIFICANCE OF THE STUDY	5
1.7 OUTLINE OF THESIS	5

CHAPTER TWO LITERATURE REVIEW

2.1 INTRODUCTION	7
2.2 WORKPLACE DEVIANT BEHAVIOR	7
2.3 ORGANIZATIONAL ETHICAL CLIMATE AND WORKPLACE DEVIANT	11
2.3.1 Concepts of organizational and ethical climate	
2.3.2 Ethical Climate and Workplace Deviant Behavior	
2.4 JOB ATTRIBUTES AND WORKPLACE DEVIANT	15
2.5 PERSONALITY AND DEVIANT BEHAVIOR	17
2.5.1 Self Esteem	

2.5.2 Self Esteem and Deviant Behavior	
2.6 JOB SATISFACTION	20
2.6.1 Job satisfaction and Workplace Deviant Behavior	21
2.7 SUMMARY	24

CHAPTER THREE RESEARCH METHODOLOGY

3.1 INTRODUCTION	25
3.2 THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT	25
3.1.1 Hypothesis Development	
3.3 RESEARCH FRAMEWORK	25
3.4 HYPOTHESIS DEVELOPMENT	26
3.5 RESEARCH DESIGN	29
3.5 POPULATION AND SAMPLING	30
3.5.1 Population Frame	
3.5.2 Data Collection Method	
3.6 QUESTIONNAIRE DESIGN	31
3.7 MEASUREMENT	32
3.7.1 Deviant Behavior	
3.7.2 Ethical Climate	
3.7.3 Job Satisfaction	
3.7.4 Self Esteem and Personality	
3.7.5 Job Characteristic	
3.7.6 Demographic Information	
3.8 PILOT TEST	38
3.9 DATA ANALYSIS	39
3.9.1 Descriptive Analysis for Major Variables	
3.9.2 Correlation Analysis for Major Variables	
3.9.3 Reliability Testing for Major Variables	
4.0 SUMMARY	41
3.2.1 Sampling and Data Collection Procedure	
3.2.2 Questionnaire Design	

CHAPTER FOUR RESEARCH FINDINGS

4.1 INTRODUCTION	42
4.2 OVERVIEW DATA COLLECTED	42
4.3 PROFILE OF RESPONDENT	43
4.4 GOODNESS OF MEASURE	44
4.4.1 Reliability Test	
4.5 DESCRIPTIVE ANALYSIS	45
4.4.1 Major variables	

4.6 MAJOR FINDINGS	46
4.6.1 Pearson Correlation Coefficient	
4.6.2 Multiple Regressions	
4.7 FINDING SUMMARY	50
4.8 CONCLUSION	50

CHAPTER FIVE DISCUSSION AND CONCLUSION

5.1 INTRODUCTION	52
5.2 DISCUSSION	52
5.2.1 To What Extent Does Ethical Climate Correlate with Workplace Deviant Behavior	
5.2.2 To What Extent Does Job Satisfaction Correlate with Workplace Deviant Behavior	
5.2.3 To What Extent Does Job Attributes Correlate with Workplace Deviant Behavior	
5.2.4 To What Extent Does Self Esteem Correlate with Workplace Deviant Behavior	
5.2 LIMITATIONS OF THE STUDY	56
5.3 DIRECTION FOR FUTURE RESEARCH	56
5.4 CONCLUSION	57
REFERENCES	58
APPENDIX A : QUESTIONNAIRE	

TABLES LIST

Table 2.1 Category of Deviant Behavior	8
Table 2.2 Locus of Analysis	12
Table 2.3 Job Characteristic Model	16
Table 2.4 Responses to Job Dissatisfaction	22
Table 3.1 Research Framework	26
Table 3.2 Description of Questionnaires	32
Table 3.3 Distribution of Deviance Behavior	33
Table 3.4 Distribution of Ethical Climate	35
Table 3.5 Distribution of Job Satisfaction	36
Table 3.6 Distribution of Self Esteem	37
Table 3.7 Distribution of Job Characteristic	38
Table 3.8 Reliability Test	40
Table 3.9 Pearson's Indices of Correlation	41
Table 4.1 Survey Responses	42
Table 4.2 Profile of Respondents	43
Table 4.3 Reliability Test on Instruments	45
Table 4.4 Descriptive Analysis for Major Variables	46
Table 4.5 Inter Correlation of the Major Variables	47
Table 4.6 Result of Regression Analysis	49
Table 4.7 Summary of Finding	50

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

In the contemporary business environment, employees and managers alike are with numerous pressures to perform the corporate expectation. These pressures are often created by highly competitive business environments, which impose continues change and internal redesign or even progressing job responsibilities which create stress full working environment and create positive and negative workplace deviant behavior.

A positive behavior among employees will bring productive result and enhance the work environment in the organization. However, organization have to accept the fact not all employees embrace positive behavior; some may commit negative behavior in the course of employment. Indeed, negative behavior that has gained a growing attention among scholars and practitioner is workplace deviant.

Researchers have given the behaviors many different names including workplace deviant (Bennet an Robinson, 2003) counterproductive behavior (Mangione and Quinn, 1975), employee deviance (Sackett and Devore, 2001), organization misbehavior (Ackyrod and Thompson, 1999) and antisocial behavior (Giancolone and Grenberg, 1997).

The contents of
the thesis is for
internal user
only

REFERENCES

- Alpkan, A. (2009). The impact of perceived organizational ethical climate on work satisfaction. *Journal of Business Ethic* , 297-311.
- Appelbaum, S. H. (2006). Dignosis and remedies for deviant workplace behaviors. *The Journal of American Academy of Business* , 9,14-20.
- Appelbaum, S. H., & Deguire, K. J. (2005). The relationship of ethical climate to deviant workplace behavior. *Corporate Gorvernance* , 5,43-55.
- Bennet, R. J. (1998). Perceived powerlessness as a cause of employee functional workplace behavior. *Journal of Applied Psychology* , 221-239.
- Bennet, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology* , 349-356.
- Bennet, R., & Amyz, D. M. (2010). An Investigation into tje effect of work family conflict and job satisfaction. *journal of Personal Selling & Sales Management* , 239-251.
- Birchall, D. D. (1976). Perceived job attributes, job attitudes and the behaviour of blue collar workers. *The Journal of Management Studies* , 191-195.
- Chien, C. C. (n.d.). The mediating role of job involvement in the relationship between job characteristics and organizational citizenship behavior.
- Despande, S. P. (1996). The impact of ethical climate; Types on facets of Job Satisfaction: An empirical investigation. *Journal of Business Ethic* , 655-660.
- Dietz, J., & Robinson, S. L. (2003). The impact of community violence and an organization' procedural. Justice climat on workplace aggression. *Academy of Management Journal* .
- Edward, B. (2008). Relationship between facets of job satisfaction and task and contextual performance. *Applied Psychology* , 57(3) 441-465.
- Elci, M.& Alpkan,L (2009). The impact of perceived organizational ethical climate on work satisfaction. *Journal of Business Ethic*, 297-311
- Fusun Bulutlar, E. U. (2009). The effects on ethical climates on bullying behavior in the workplace. *Journal of Business Ethics* , 273-295.
- Griffin, R., & O.Learyy Kelly& Collin, J. (1998). Dysfunctional works behavior in organizations. *Trend in organizational behavior* , 65-82.

Harter, J. K., & Mount, M. K. (2004). Interactive effects of personality and perceptions of the work situation on workplace deviance. *Journal of Applied Psychology* , 599-609.

Harter, J. K., Barrick, M. R., & Witt, L. A. (2004). interactive effects of personality and perceptions of the work situations on workplace deviance. *Journal of Applied Psychology* , 599-609.

Ilies, R. & (2004). An experience sampling measure of job satisfaction and its relationship with affectivity, mood of work, job beliefs and general job satisfaction. *Journal of Work and Organizational Psychology* , 367-389.

Ilies, R., Scott, B. A., & Judge, T. A. (2006). Hostility, Job Attitudes and Workplace Deviance; Test of Multilevel Model. *Journal of Applied Psychology* , Vol.91, 126-138.

James, J. J., Klein, G., & Galup, S. D. (2008). The impacts of job characteristics on is employee satisfaction; A comparison between permanent and temporary employees. *Journal of Computer Information System* , 58-65.

Judge, T. A., Bono, E. J., & Thoresen, C. J. (2003). The core self evaluations scale; Development of a measure. *Journal of Personnel Psychology* , 303-331.

Kaler, J. (2000). Reason to be ethical. *Journal of Business Ethic* , 161-173.

Koh, H. C. (2001). the link between organizational ethics and job satisfaction: A study of managers in Singapore. *Journal of Business Ethic* , 309-324.

Mehta, K., & Diefendoff, J. M. (2007). The relations of Motivational traits with workplace deviance. *journal of applied psychology* , 967-977.

Polivy, J. & (1991). Development and Validation of a scale for measuring state self esteem. *Journal of Personality and Social Psychology* , 895-910.

Raelin, J. A. (1984). The profesional as the executice Aide Camp. *Academy of Management Executive* , 171-182.

Rahim, & Nasarudin. (2008). Trust in organizational and workplace deviant behavior. May August 2008.

Rehman, M. S., & Waheed, A. (2011). An empirical study of impact of job satisfaction on job performance in the public sector organization. *Journal of Contemporay Research in Business* , vo 2, No 9.

Robinson, S. B. (1995). A typology a deviant workplace behaviors; A multidimensional scaling study. *Academy of Management Journal* , 38,557-572.

Rosenblatt, Z. D. (2002). School ethical climate and parental involvement. *Journal of Education Administration* , 40(4), 349-367.

Schneider, B. (1975). Organizational Climates. *Personnel Psychology* , 447-479.

Schneider, B. B. (1968). Individual differences and organizational climate. The research plan and questionnaire development. *Personnel Psychology* , 323-333.

Schwepker, C. H. (2001). Ethical climate's relationship to job satisfaction, organization commitment and turnover intention in the salesforce. *Journal of Business Research* , 39-52.

Sekaran. (2003). Research methods for business; A skill building approach ,. New York : John Wiley & Sons .

Thomas, L. T., & Randy, K. C. (2003). Income, Money, Ethic, Pay Satisfaction, Commitment and Unethical Behavior. *Journal of Business Ethics* , 13-30.

Victor, B. (1988). The organizational bases of ethical climate. *Administrative Science* , 101-125.

Victor, B., & Cullen, J. (1987). A theory and measure of ethical climate in organization. *Research in Corporate Social Performance and Policy* , 9,51-71.

Vitell, S. J. (2008). The role of ethics institutionalization in influencing organizational commitment, job satisfaction and Esprit de corps. *Journal of Business Ethics* , 81;343-353.

Wild, Wild, R., & Birchall, D. (1973). Means and ends in job restructuring. *Personnel review* , 2 (4) 18-24.

Wimbush, J. C., & Shepard, J. M. (1994). Toward an understanding of ethical climate: Its relationship to ethical behavior and supervisory influence. *Journal of Business Ethics* , 637-647.

Yu, C. W., & Sheng, H. H. (2008). The development and empirical validation of the Employee Satisfaction Index model. *Total quality management* , 353-366.